

POLICE/SHERIFF'S DEPARTMENT		RULES AND REGULATIONS	
SUBJECT: Organization and Authority		NUMBER: 1-3	
EFFECTIVE DATE: July 1, 1999		REVIEW DATE:	
AMENDS/SUPERSEDES: RR 1-3, January 1988		APPROVED: _____ Chief of Police/Sheriff	
CALEA STANDARDS: 1.2.1, 21.1.1		VLEPSC STANDARDS: ADM.07.01-.05, ADM.08.01-.02, PER.08.01-.04.	

NOTE

This order is for internal use only, and does not enlarge an officer's civil or criminal liability in any way. It should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third-party claims. Violations of this directive, if proven, can only form the basis of a complaint by this department, and then only in a non-judicial administrative setting.

INDEX WORDS

Chief of police
Investigator
Jurisdiction
Organization
Police officer
Position descriptions
Sergeant

I. POLICY

The department is established by state law (*Virginia Code* §§ 15.2-1701, 15.2-1705) and local ordinance, and consists of a chief of police and other full- and part-time officers and non-sworn employees as determined by the city/town manager and council. The chief executive of the police department is the chief of police, appointed by and subordinate to the city/town manager. The chief, in turn, appoints police officers who are charged with enforcing the laws of the Commonwealth of Virginia and all the ordinances of the *[your jurisdiction]*. The jurisdiction of the police department is limited to a mile beyond the town boundary, except when another department requests assistance, or when enforcing laws on property owned by the town but outside its boundaries. The organization of the police department shall support the effective and efficient accomplishment of departmental responsibilities and functions according to community-oriented policing principles.

II. PURPOSE

The purpose of this order is to describe the organization of the police department, outline its rank structure, and assign responsibilities, functions, and duties. *[Note: This order presumes a small department of one chief executive, two mid-level supervisors (sergeants) and patrol officers and one investigator.]*

III. PROCEDURES

A. Organizational structure

1. The chief of police is responsible for the direction of all activities of the department. This direction is accomplished through written and oral orders as well as by personal leadership. Written orders take the form of general orders, rules and regulations, and other directives as needed.
2. The department consists of a police chief, two sergeants, and as many police officers as the town council determines are required to protect and serve the community and otherwise support or carry out the department's objectives.

B. Chain of command

1. The police chief has full control over departmental activities. In the absence of the police chief, the senior sergeant shall take command and notify the chief of all major decisions that the sergeant may make. If the chief and the senior sergeant are not available, then the second sergeant or senior patrol officer shall take command until a ranking officer is available, and shall make any necessary reports to the chief.
2. Supervisors shall, without specific instructions, undertake the required details and assignments necessary to carry out the business of the department. Supervisors shall be guided in the assignment of personnel by the number of officers available for duty and the necessity to assign them where they will be most useful.

C. Span of control

For any major event in which all or most of departmental personnel will be on duty, plans for the event will clearly delineate the command structure and outline the span of control.

D. Authority and responsibility

1. At each rank within the department, personnel are given the authority to make necessary decisions for the effective performance of their responsibilities. Through community-oriented policing, the department is

committed to fostering an organizational climate that rewards employees for initiative, innovation, citizen involvement, and problem solving.

2. Each employee shall be held accountable for the use of, or failure to use, delegated authority. Any employee with questions concerning his or her delegated authority shall refer the matter to the on-duty supervisor or the chief of police for prompt resolution. Legal questions may be referred to the commonwealth's attorney.
 - a. For purposes of this order, "employee" refers to both sworn and non-sworn members of the department.
3. All employees shall report any gross or improper use of authority or failure to accept authority through the chain of command immediately.
4. Supervisors are held strictly accountable for the condition and preparedness of the personnel assigned to him or her.
5. Supervisors are responsible for the good order and sanitary condition of department offices, vehicles, and equipment. (See GO 2-34 for a discussion of workplace sanitary controls.)
6. Supervisors are responsible for the efficiency, discipline, and morale of employees under their charge. Supervisors shall investigate or cause to be investigated all complaints by citizens and allegations of employee misconduct.
7. Supervisors shall ensure that employees have been supplied with all appropriate written orders and shall instruct them thoroughly on all oral and written orders. Supervisors shall regularly review and instruct subordinates in pertinent laws, ordinances, and necessary skills.
8. Supervisors shall closely observe the performance and behavior of all probationary employees assigned to them. As appropriate, supervisors shall submit detailed, written reports which describe probationers' appearance, intelligence, discipline, efficiency, initiative, and general adaptability to police work, and shall offer a recommendation about offering the employee permanent employment.

E. Direction, obedience to orders

As the chief executive of the department, the chief of police has full authority and responsibility for the management, direction, and control of the operation and administration of the department. Both state law and department orders define certain responsibilities that the town manager or other officials share with the chief of police.

F. Grievances

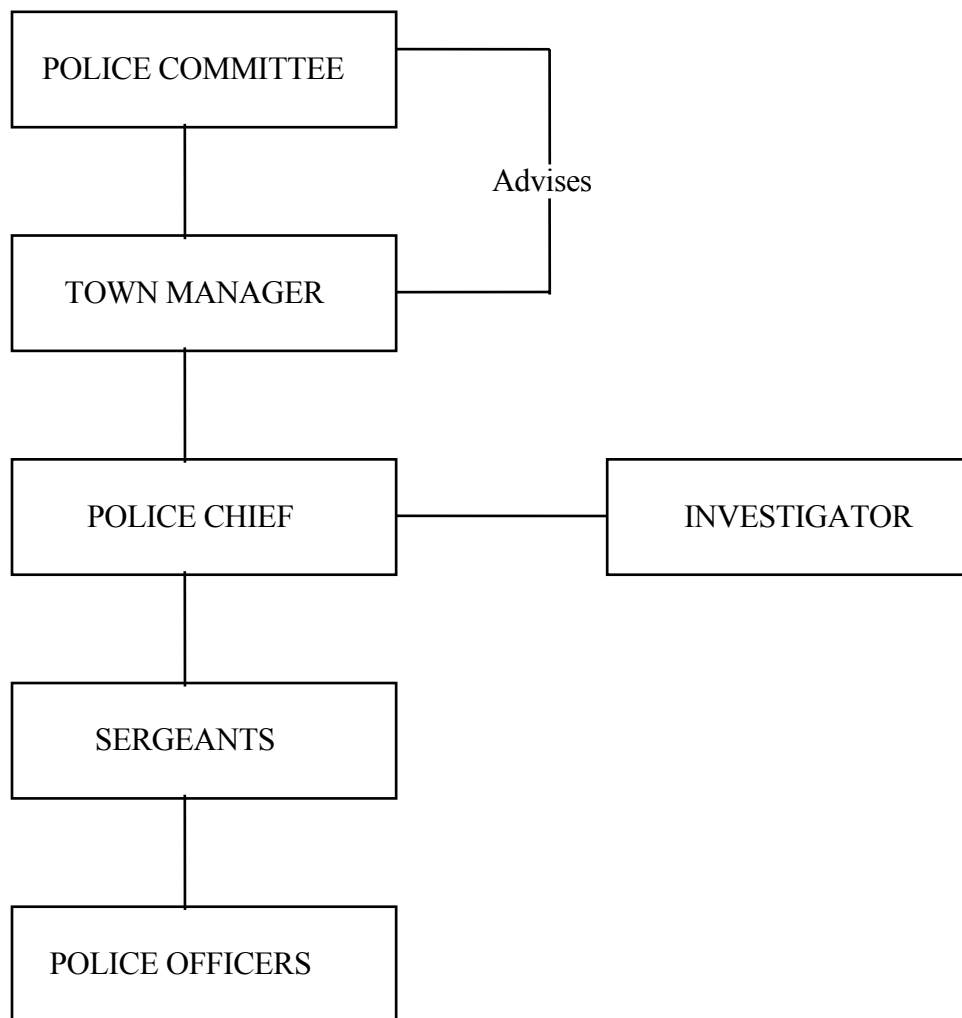
1. Employees with complaints against other employees except the chief of police shall present them to the chief. An employee dissatisfied with the decision of the chief may appeal through the chief to the town manager. Employees shall not directly approach the town manager on any official matter without permission of the chief.
2. Complaints by employees against the chief shall be presented in writing to the town manager. The complainant shall simultaneously deliver a copy of the complaint to the chief. See RR 1-10 for additional guidance on grievances.

G. Dispatchers

Dispatchers are employed by and under the direct control of *[name the agency]*. A base radio station, however, is maintained at the police office for dispatching, if necessary.

IV. ORGANIZATIONAL CHART

The attached chart denotes chain of command and intradepartment relationships.



V. JOB DESCRIPTIONS - chief of police

A. General duties

1. The chief of police is the chief executive officer of the department and the final authority in all matters of policy, operations, and discipline. He or she exercises all lawful powers of his office and issues lawful orders as necessary for the effective performance of the department. The chief issues written policies. The chief has general charge of the office and all property of the department.
2. Through the chief of police the department is responsible for enforcing all laws within its legal jurisdiction. The chief of police is responsible for planning, directing, coordinating, controlling, and staffing all functions of the department. He or she is also responsible for its efficient operation and for the department's relations with local citizens, the local government, and other related agencies. The chief is responsible for the training of all members of the department.
3. The chief and all supervisory personnel shall strive to achieve the following goals:
 - a. Develop partnerships with citizens, other governmental agencies, including law-enforcement agencies.
 - b. Enhance the quality of life in the community through the use of problem-solving approaches to reduce crime and the fear of crime.
 - c. Foster mutual accountability for police resources and strategies among citizens, members of the department, and the town council.
 - d. Develop a public-service orientation in performing all police tasks.

B. Specific duties and responsibilities

1. As necessary, makes recommendations for the adoption of new town or county ordinances or the amendment of existing ones.
2. Devises administrative guidance and promulgates it both orally and in writing. Creates and maintains a manual of orders including policies, rules and regulations, and general orders. See GO 1-1 for definitions of these terms.
3. Supervises the maintenance and good order of vehicles and equipment.

4. Prepares periodic and special reports for administrative and operational purposes and ensures that adequate records are maintained of all department activities. In particular, ensures that reports are properly stored or archived consistent with state regulations.
5. Controls the expenditure of department appropriations and prepares an annual budget.
6. Plans, coordinates, or administers training of employees in policies, rules and regulations, and general orders, in the performance of their duties thereby, and in the proper use of equipment.
7. Cooperates with other law enforcement agencies in the apprehension and detention of wanted persons.
8. Accepts complaints or inquiries about police service and conducts internal investigations as appropriate. Investigates all cases of alleged or apparent misconduct by employees.
9. Attends civic and school meetings to explain the activities and functions of the police department, and to establish partnerships, and devise solutions for community problems.
10. Ensures compliance with all laws which the department has the authority to enforce.
11. Organizes, directs, and controls all resources of the department to preserve the peace, protect persons and property, and enforce the law.
12. Establishes a routine of shifts and daily duties to be performed by employees. Designates a chain of command.
13. Assigns, details, or transfers any member or employee of the department to or from any assignment whenever necessary for the efficiency, discipline, or morale of the department.
14. Supervises the safekeeping of all evidence and any property recovered, found, or confiscated.
15. Maintains personnel records to include performance evaluations, background investigation results, complaints, awards, and leave balances.
16. Actively promotes crime-prevention strategies and methods. Knowledgeably advises citizens and businesses on crime prevention.

C. Knowledge, skills, and abilities

Comprehensive knowledge of scientific methods of crime detection, criminal identification, and radio communication; comprehensive knowledge of controlling laws, court decisions, and ordinances; thorough knowledge of the geography of the town; demonstrated ability to lead and direct police officers; ability to maintain cooperative relationships with other town officials and with the general public; ability to evaluate police effectiveness and to institute improvements to police business; ability to recruit, screen, and hire officers; physically fit; ability to prepare and review reports; resourcefulness and sound judgment; demonstrated integrity and good moral character; tact; ability to draft policies.

D. Education and experience

A high school degree is required, preferably with at least two years of college or completion of the FBI National Academy or equivalent management school; possession of a valid Virginia driver's license; current First Aid certification; extensive experience in a variety of law enforcement tasks and functions, coupled with supervisory experience; current certification as a law-enforcement officer.

VI. JOB DESCRIPTIONS - sergeant

A. General duties

1. The sergeant occupies the first level of supervision in the department. His or her primary responsibility is exacting the proper performance of police duty from patrol officers according to community-oriented policing goals.
2. The sergeant is charged with ensuring compliance with the department's oral and written orders. The sergeant represents the first level of inquiry or discipline on violations of department orders or complaints from citizens.
3. The sergeant shall have a thorough understanding of the duties of patrol officers and shall assist and instruct the officers under his or her supervision in the proper performance of their duties.
4. The sergeant is responsible for the proficiency, discipline, conduct, appearance, and strict attention to duty of all officers. The sergeant encourages independent and critical thinking in subordinates to devise solutions to community problems through partnerships with citizens.

B. Specific duties and responsibilities

1. Assists and advises the police chief in formulating written administrative guidance for the department.
2. Serves as acting head in the absence of the chief.

3. Instructs and trains new police officers and assists them in handling difficult problems and investigations.
4. Performs **all** work required of a police officer.
5. Prepares reports on offenses, calls for service, or other police activities, as well as administrative reports as directed.
6. Supervises patrol officers assigned to him or her.
7. Maintains an active, working knowledge of departmental oral and written administrative guidance and in relevant laws and local ordinances.
8. Continuously audits the performance of officers under his or her supervision to determine whether they are properly, effectively, and consistently carrying out their police duties consistent with community-oriented policing goals. In particular, compares field practices with the standards established through written orders.
9. When appropriate, administers remedial training or counseling to officers to overcome deficiencies in the performance of subordinates. Sergeants shall rely on encouragement, explanation, or referral or other means consistent with departmental policy to improve performance.
10. Submits a written report to the chief regarding any member of the department who commits a serious breach of departmental orders, or where informal corrective measures prove inadequate. Includes in this report the complete details of the misconduct and the corrective measures attempted. Examples of serious misconduct include but are not limited to the following:
 - a. Flagrant refusal to obey orders.
 - b. The commission of any criminal offense.
 - c. Oral or physical abuse of a member of the public or the department.
 - d. Excessive use of force with a prisoner or other person.
 - e. Absence without leave.
 - f. Excessive tardiness.
 - g. A conflict of interest.

- h. Failure amounting to negligence to discover or act upon a felony or upon the existence of conditions dangerous to the health or safety of the public.
 - i. Repeated failure to respond to orders, instructions, or other admonitions to correctly execute duties.
11. Implements all orders received from the chief. To this end, thoroughly explains to departmental personnel under his or her command the content and meaning of new orders that affect their responsibilities.
 12. Accountable for the actions or omissions of officers under his or her supervision which are contrary to departmental regulations or policy.
 13. Responds to emergencies, incidents, or dispatches as required. Takes command of the situation until relieved by an officer of superior rank.
 14. Ensures that all patrol officers receive, serve, or deliver warrants, summonses, subpoenas, or other official papers and perform relevant duties promptly and accurately.
 15. Actively promotes crime-prevention strategies and methods. Knowledgeably advises citizens and businesses on crime prevention.
 16. Performs other duties as may be assigned by the chief.

C. Knowledge, skills, and abilities

Thorough knowledge of departmental orders; thorough knowledge of approved principles, practices, and procedures of police work; thorough knowledge of pertinent state laws, municipal ordinances, and court decisions; thorough knowledge of the geography of the municipality; commands respect of the officers and assigns, directs, and supervises their work; treats citizens courteously and respectfully; actively enlists citizens and officers to develop partnerships through which strategies can be devised to combat disorder; analyzes complex police problems and situations and adopts quick, effective, and reasonable courses of action; skilled in the use of police equipment; of good moral character; physically fit.

D. Education and experience

A high school degree; current Virginia driver's license; current academy certification; current First Aid certification; a minimum of three years of police experience with a solid record of superior performance.

VII. JOB DESCRIPTIONS - investigator

A. General duties

1. Assignments received usually consist of specific cases to be followed to conclusion, normally closing with the preparation of a case for prosecution. This aspect of the work distinguishes the investigator from other police personnel who make preliminary investigations of cases at the scene of the crime.
2. The investigator's position is non-supervisory and consists of general duties performed in conjunction with patrol duties. The investigator must use independent judgment and discretion, as direct supervision may not be available.

B. Specific duties

1. Investigates all assigned cases to the standard established by the department.
2. Demonstrates skills in interviewing and interrogating, properly observing legal safeguards.
3. Testifies in various state and federal courts, presenting a professional and competent image of the department.
4. Develops and maintains case files and other paperwork appropriate to investigative matters. Knowledgeable about relevant legal processes such as grand juries and obtaining warrants.
5. Informs the chief of police about all investigative responsibilities and particularly the status of cases.
6. Maintains liaison with investigators of the other agencies, court personnel, and correctional officials on matters of mutual concern.
7. Performs **all** duties required of police officers.
8. Actively promotes crime-prevention strategies and methods. Knowledgeably advises citizens and businesses on crime prevention.
9. Performs other duties as assigned.

C. Knowledge, skills, and abilities

Extensive knowledge of police investigative methods and techniques of identification; extensive knowledge of rules of evidence and the law of interrogation and search and seizure; knowledge of local geography; ability to analyze evidence;

ability to question and interview skillfully; ability to organize and prepare clear and concise reports; skill in the use of police equipment; physically fit.

D. Education and experience

A high school degree; current Virginia driver's license; current First Aid certification; current certification as a law-enforcement officer; a minimum of two years of police experience with a solid record of superior performance.

VIII. JOB DESCRIPTIONS - police officer

A. General duties

1. A police officer is responsible for the efficient performance of required duties conforming to the oral and written administrative guidance as promulgated by the chief of police. Duties shall consist of, but are not limited to, general police responsibilities necessary to the safety and good order of the community. The police officer must apply community-oriented policing goals daily and shall thereby strive to identify problems and suggest strategies to combat problems, fully enlisting the support of citizens, other officers, and government agencies. The officer must exercise flexibility and adaptability.
2. A police officer shall perform the following activities.
 - a. Detect crime, identify and apprehend offenders, and participate in subsequent court proceedings.
 - b. Reduce the opportunities for the commission of crime through preventive patrol and other crime-prevention measures.
 - c. Aid people who are in danger of physical harm.
 - d. Facilitate the movement of vehicular and pedestrian traffic.
 - e. Identify potential law enforcement problems.
 - f. Promote and preserve the peace.
 - g. Provide emergency services.
 - h. Actively promote and enlist citizen involvement in combatting crime and eliminating disorder.

3. The police officer position is non-supervisory. Police officer duties are performed on an assigned shift under the general guidance of the police chief or sergeant.

B. Specific duties and responsibilities

1. Exercises authority consistent with the obligations imposed by the oath of office. Promptly obeys legitimate orders. (Where orders conflict, consult RR 1-2.V.B.3.)
2. Coordinates efforts with those of other members of the department so that teamwork may ensure continuity of purpose and achievement of police objectives.
3. Communicates to superiors and to fellow officers all information obtained in the field which is pertinent to the achievement of police objectives.
4. Responds punctually to all assignments.
5. Acquires and records information concerning events that have taken place since the last tour of duty.
6. Records activities during the tour of duty as required.
7. Maintains weapons and equipment in a functional, presentable condition.
8. Assists all citizens who request assistance or information.
9. Accountable for the securing, receipt, and proper transporting of all evidence and property coming into custody.
10. Strives to resolve noncriminal matters amicably and informally. Responds quickly and professionally to queries from the public, counsels juveniles and adults when necessary and refers them to relevant social service agencies.
11. Preserves the peace at public gatherings, neighborhood or family disputes, if possible.
12. Serves or delivers warrants, summonses, subpoenas, and other official papers promptly and accurately.
13. Confers with prosecutors and testifies in court on any manner arising from police business.
14. Accomplishes other general duties as they are assigned or become necessary.

15. Cooperates and coordinates with other law-enforcement agencies, correctional institutions, and the courts.

C. Specific duties and responsibilities - preventive patrol

1. Patrols an assigned area for general purposes of crime prevention and law enforcement. Patrol includes:
 - a. Being thoroughly familiar with the assigned route of patrol. This familiarity includes knowledge of residents, merchants, businesses, roads, alleyways, paths, reservoirs, power stations, and factories. Conditions that contribute to crime shall be reported. The location of fire boxes, telephones, and other emergency services shall be noted.
 - b. Apprehending offenders or wanted persons.
 - c. Completing detailed reports on all crimes, vehicle accidents, arrests, and other incidents requiring police attention.
 - d. Preserving any serious crime scene until the sergeant or investigator arrives.
 - e. Performing security checks of private and commercial buildings, as appropriate.
 - f. Observing and interrogating suspicious persons.
 - g. Issuing traffic citations.
 - h. Being alert for and reporting fires.
 - i. Reporting street light and traffic signals out-of-order, street hazards, and any conditions that endanger public safety.
 - j. Observing activities at schools, parks, and playgrounds that suggest criminality or victimization.
 - k. Responding to any public emergency.
2. Conducts a thorough investigation of all offenses and incidents within the area of assignment. Collects evidence and records information which will aid in identification, apprehension, and prosecution of offenders, as well as the recovery of property.

3. Alert to the development of conditions that foster or cause crime or which indicate criminal activity. Takes preventive action to correct such conditions, and informs supervisors as soon as the situation permits.
4. Responds to situations brought to the officer's attention while in the course of patrol or when assigned by radio. Renders First Aid, when qualified, to persons who are seriously ill or injured. Assists persons needing emergency services.
5. Remains in the assigned area throughout the tour of duty except when a police emergency necessitates a temporary absence, or when the sergeant or senior police officer on duty or the dispatcher has authorized a temporary absence.
6. Alert for all nuisances, impediments, obstructions, defects, or other conditions that might endanger or hinder the safety, health, or convenience of the public within the patrol area, or which contribute to disorder.
7. Takes proper care of an assigned patrol vehicle and attends to its routine mechanical maintenance; drives it safely and responsibly (see GO 2-9); and promptly reports and attends to defects or damage.
8. Keeps radio equipment in operation at all times and remains thoroughly familiar with departmental policy concerning its use.

D. Specific duties and responsibilities - traffic patrol

1. Directs and expedites the flow of traffic at assigned intersections, preventing accidents, protecting pedestrians, and ensuring the free flow of traffic.
2. Enforces the parking ordinances and motor vehicle laws in the patrol areas.
3. Alert to traffic safety conditions which may endanger or inconvenience the public and reports these conditions to the sergeant.
4. Responds immediately when called from a traffic post to render emergency police service. Notifies the sergeant at the earliest possible opportunity.
5. Wears the prescribed traffic safety clothing and equipment.

E. Knowledge, skills, and abilities

Some knowledge of the philosophy, objectives, and methods of counseling, mediation, and community organizing; some knowledge of the fundamental principles of adolescent psychology; knowledge of police investigative techniques; general knowledge of rules of evidence and laws of search and seizure and

interrogation; ability to analyze evidence; ability to question and interview skillfully; ability to organize and prepare clear and concise oral and written reports; skill in the use of firearms and police equipment; possession of physical ability and endurance; ability to establish effective working relationships with juveniles, parents, school officials, fellow workers, and the public; of good moral character.

F. Education and experience

High school degree; valid Virginia driver's license; responsible work experience; First Aid or EMT certification; certification as a law-enforcement officer.